Iowa EIP Planning and Implementation

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Initiative ..... **Error! Bookmark not defined.**
Governance Model ..... **Error! Bookmark not defined.**
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Technology Governance Board Mission Statement ..... **Error! Bookmark not defined.**
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Next Steps ..... **Error! Bookmark not defined.**

Centralized Procurement and Performance Based Partnering

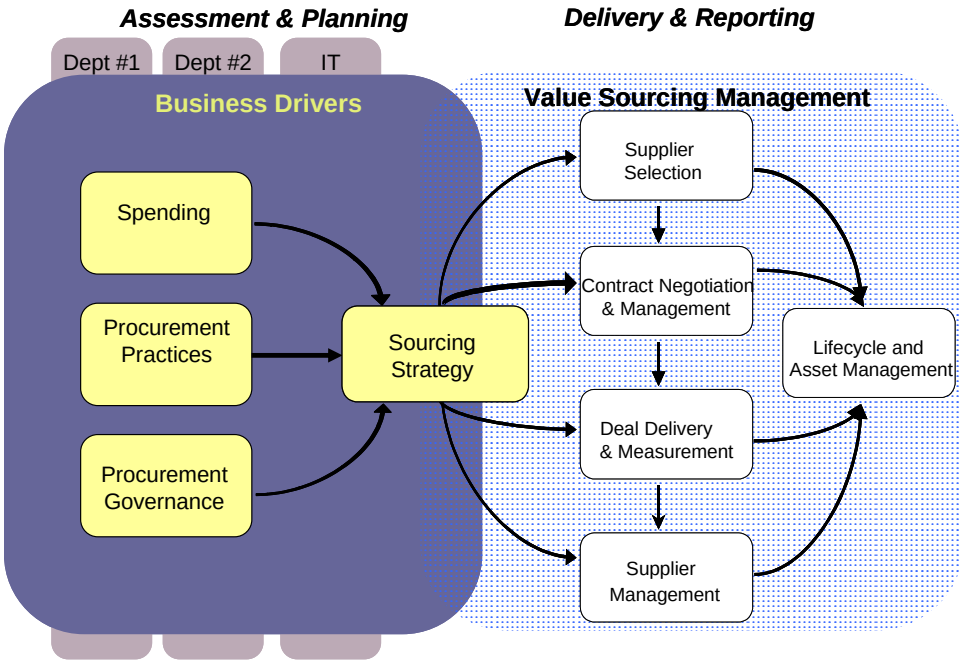
Initiative

- Develop plan for implementation of a **centralized IT procurement process** to enable maximizing leverage across all departments and agencies when buying technology. This centralized approach ensures standards are procured reducing maintenance and support costs. Auditing of the total procurement spend for technology assets enables lifecycle asset management and increases savings from supplier involvement in developing added value for the state.

- Develop an implementation plan for a **performance based partnering strategy** mapping based on the State's primary suppliers and vendors. A sourcing strategy defines vendor partnering relationships based on product and services as well as performance measures. In order to gain cost savings, reduce cost of IT business operations and control diverse spending on technology, a Performance Based Supplier Management program must be instituted across all EIP departments and agencies. This program will provide high leverage and cost savings short and long term.

Sourcing Model

The EIP Final Report presented a "sourcing model" - fully described in the EIT Final Report - considers the all elements of a robust approach to 1) Assessment and Planning and 2) Delivery and Reporting Planning. The model served as a cornerstone of the team's efforts.



Team Mission Statement

The team's mission is to provide input and feedback for an implementation plan for:

a) Central IT procurement process;
b) Performance-Based partnering strategy; and a
c) Transition Strategy.

Our goal is an IT procurement process to maximize ROI for citizens, departments, and clients.

Within changing external and internal environments, continually identify and promote opportunities to:

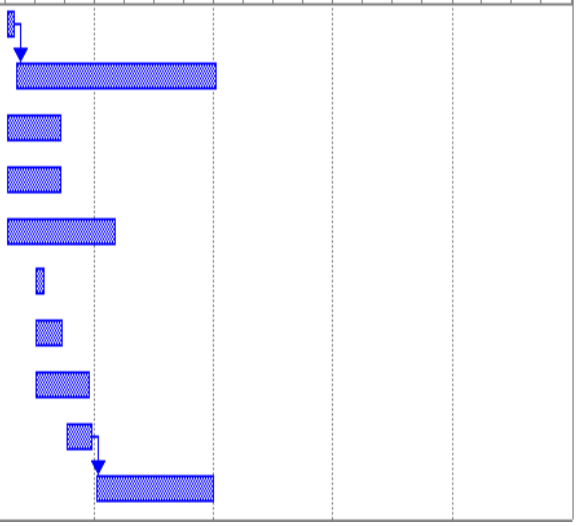
a) Procurement Process
– Leverage IT expenditures across all departments and agencies;
– Ensure standards are utilized reducing maintenance and support costs;
– Recognize the importance of Iowa's vendor community, including targeted small business program;
– Improve lifecycle asset management.

b) Performance-based partnering strategy
– Define vendor partnering relationships based on products, services, and quantified, reported performance measures;
– Encourage supplier involvement in driving added value for the State;
– Results in high leverage and cost savings in the short and long term.

c) Transition strategies and management.

Activity Level Project Timeline

ID	Task Name	Duration	Predecessors
1	Recommend communications programs	1 mon	
2	Ongoing communications	22 mons	1
3	Conduct Spend Analysis	6 mons	
4	Document current practice and processes	6 mons	
5	Document roles between agencies	12 mons	
6	Recommend performance goals	1 mon	
7	Develop new processes	3 mons	
8	Recommend transition strategy	6 mons	
9	Recommend a PB strategy	3 mons	
10	Execute the strategy	13 mons	9



Description of Activities

1. Recommend communications programs between agencies, ICN and DAS	
Description	
An effective, consistent, and continuous communication strategy is critical whenever 'change' is introduced. This activity assures that the broad spectrum of 'buyers' are completely aware of changes in process, practice, and roles / responsibilities resulting from implementing a Centralized IT Procurement Process.	
Risk	
None identified	
Considerations	
• Business process impacts • Service expectations (SLA's) • Marketing strategies, cost projections, problem escalation, performance measures, BPR, transition approaches, grandfathering	
Expected Outcome:	Documented plan including - at the least - target audiences, frequency of contact, 'type' of contact (face-to-face, memoranda, etc.)
Timeframe:	Construction of plan is 1 month; the program is ongoing
Cost:	$0 (Internal resources)

2. Conduct or provide input to a supplier spend analysis

Description

A Supplier Spending Analysis (periodically performed) is the means to quantify the number of suppliers providing product or services to a state or corporation. It seeks to identify those suppliers, to which business units (or agencies) those items are sold, the total cost of those items. By conducting this analysis, Iowa will gain knowledge of its spending commitments, be able to form judgments regarding 'state-wide' efficiencies and leverage opportunities, and launch specific improvement initiatives.

Risk

Assumption is that the Public Strategies group is conducting this assessment as part of its assignment. If this is not true, EIP must seek funding to conduct the assessment.

Considerations

Extraction and categorization (by agency) of funding source, hardware, software, telecommunications, staff augmentation and professional services;

Data regarding number of transactions, face value of each transaction, frequency of transaction (recurring, one-time, etc.)

- and service agreements; Does the 3rd party analysis include a review of service levels? (Jim's answer is no)

Expected Outcome:	Rolling 12 – 18 month reports with sufficient detail to support a Performance-based partnering strategy
Timeframe:	3 – 6 months
Cost:	$0, as it is expected that this is conducted by PSG.

3. Document current practice and process of the agencies.

Description

Before changes are introduced into any process (such as integration), it is imperative to understand the current circumstance. By so doing, the "80/20 rule" can be used to accommodate truly 'unique' items and transition strategies can be developed. This early activity is ongoing (meaning fine-tuning of performance to continue to meet customer expectations).

Risk

Availability of internal staff to conduct the activity

Considerations

- Interview instrument designed;
- Data acquisition approaches chosen (face to face, distributed survey, etc)
- How and what to buy
- Non-State funding and requirements
- Methodologies employed (RFP, detailed spec writing, drawing against existing contracts)
- Current agency performance standards against goals and how reported - ejc
- What are the Procurement resources and how do they divide IT and non-IT spending and resources
- Approvals and dollar amounts or ????

Expected Outcome:	Documentation of practice and process for the identified functions.
Timeframe:	3 – 6 months
Cost:	$0 (Internal resources) - $200k (3rd party)

4. Identify roles and interactions between agencies, a central IT procurement process, and other purchasing groups

Description

This activity closely examines WHO does WHAT. In the new processes, it is imperative to ensure that duplication of effort is not occurring and – conversely – crucial tasks are not forgotten.

Risk

None identified

Considerations

- Understand roles and responsibilities
- Review implications of 'locating' the Central IT Process within ITE or as a specialty function within GSE (among other choices)
- Consider staff requirements
- Levels and numbers of approval
- Dollar thresholds, within/outside of approved budgets
- SLA's
- Review past initiatives (lessons learned)

Expected Outcome:	A document describing roles and responsibilities for all aspects of the purchasing function. Responsibility (does a task), Accountability (assures the task is conducted), Consultative (a subject matter expert), and Inform (is this person a stakeholder in the task) clearly depicting (by agency and by person) should be one outcome. Further, other consideration (identified above) should be documented and reflected so as to assure that the new processes are accurate, efficient and effective.
Timeframe:	6 – 12 months
Cost:	$0 (Internal resources) - $375k (3rd party)

5. Recommend performance management goals and reporting to Business Oversight Group.	
Description	
As the new processes are established, a set of expectations (critical success factors, performance and production goals, etc.) must be articulated. These expectations and an effective means to report results should be made available to whichever oversight group may be appropriate for the Central IT Process.	
Risk	
None identified	
Considerations	
Identify the goals and measures reported to an 'oversight' group	
Expected Outcome:	Current and expected performance goals; Sources of data to support performance identified. Documented (and auditable) hard dollar savings reported.
Timeframe:	2 – 4 weeks
Cost:	$0 (Internal resources) - $20k (3rd party)

6. Develop new processes.

Description

The " Centralized IT Procurement Process" is a new way of doing business for those in the agencies who approve, fund, spec, contract for, and/or requisition product and services. This activity constructs those processes and sets the stage for their use by the agencies and DAS.

Risk

None identified

Considerations

- Rule reviews,
- Waiver processes,
- Grandfathering
- New processes developed and tested - ejc

Expected Outcome:	Process maps will be documented, available and reviewed periodically for currency. Process tasks will be defined and documented. Changes to rules and other standards will be described with documented plans to incorporate such changes. Appropriate documentation will be made available on Iowa's Intranet. A communications plan will describe the means by which the new processes are introduced to a given agency.
Timeframe:	Construction of plan is 1 month; the program is ongoing
Cost:	$0 (Internal resources)

7. Recommend a strategy by which each agency transitions into the Central IT Process

Description

Changes of the magnitude contemplated with a Central IT Process must be carefully planned to assure continued, 'transparent' business support. This activity creates a project plan to accommodate the transition.

Risk

None identified

Considerations

- Sequencing (which agencies start first, second, etc.)
- Implications of existing contracts and cooperative agreements
- Evaluate transition costs, cost savings and other business impacts
- Estimate transition and migration costs while balancing risks
- Recognize value of existing processes and resources
- Review past practices and lessons learned
- Build transition project plan with intent to review for lessons learned following each transition – ejc
- Address tactical risks and mitigation approaches - ejc

1st occurrence is longer; next ones may be more efficiently performed

Expected Outcome:	A documented transition plan will be developed which accommodates – at the least - the considerations noted above.
Timeframe:	Construction of plan is 1 month; the program is ongoing
Cost:	$0 (Internal resources)

8. Recommend a Performance-Based Partnering Strategy.	
Description	
Performance-based partnering strategies define supplier partnering opportunities based on product and services as well as observed (quantified) supplier performance. In order to gain cost savings, reduce cost of IT business operations and control diverse spending on technology, a Performance Based Supplier Management program must be instituted across all EIP departments and agencies. This program will provide high leverage and cost savings short and long term.	
Risk	
Possible systems changes to capture / report this data	
Considerations	
• Notify suppliers of Iowa's intent to centralize • Very close link between Central IT Process and Federal funding and general accounting principles (GAAP) • Identify tracking requirements for I^3 – or other system – to track this data • Review prior efforts and lessons learned • Review reciprocal agreements for data sharing, memorandums of understanding, etc • Review and estimate department cost impact Iowa's targeted supplier base – (diversity, Iowa-based, etc) ejc	
Expected Outcome:	Based on the Supplier Spending Analysis, Iowa's IT supplier community will be stratified into 'commodity', 'preferred', or 'strategic' groupings as appropriate. This stratification will result in a documented plan to examine opportunities (priority, ROI, etc.).
Timeframe:	3 months plus ongoing
Cost:	$0 (Internal resources) - $75k (3rd party)

Cultural Impacts

Conducting this planning stage of the EIP project has little to no risk. None has been identified to date for legislative or administrative rules concerns. Some of the identified activities, however, have cultural impact. They are summarized by the following paraphrased comments.

- "Aligning different agency expectations and calming fears; Mitigated by communications programs and Customer Councils, establishing trust via performance."

- "Sensitivity and history, program requirements; resistance to change – mitigated by performance and flexibility."